



Policy Implementation Challenges of the Online Single Submission Risk-Based Approach for MSMEs: Lessons from North Gorontalo Regency

Grace Parlin D. Mangosa, Rauf A. Hatu, Moh. Hidayat Koniyo, Udin Hamim

Doctoral Program in Public Administration, Universitas Negeri Gorontalo, 96128, Gorontalo, Indonesia

ARTICLE INFORMATION	A B S T R A C T
Received: January 06, 2026 Revised: July 07, 2026 Accepted: July 08, 2026 Available online: July 23, 2026	The purpose of this study is to analyze the implementation of the Online Single Submission Risk-Based Approach (OSS RBA) permitting services for Micro, Small, and Medium Enterprises (MSMEs) in North Gorontalo Regency and to formulate an implementation model that is adaptive to local conditions. This research employed a qualitative descriptive-analytical method, with data collected through in-depth interviews, field observations, and document analysis involving policy implementers and MSME actors. The analytical framework was based on Edwards III's policy implementation model, which emphasizes communication, resources, implementer disposition, and bureaucratic structure. The results of the study indicate that the implementation of OSS RBA has not yet been fully effective. Significant challenges include weak policy communication, limited human resources and digital infrastructure, insufficient technical capacity among implementers, and a bureaucratic structure that remains centralized and less responsive to the region's geographical and socio-economic characteristics. These conditions contribute to limited access, low understanding, and varying levels of acceptance among MSMEs toward digital-based licensing services. The study concludes that effective implementation of OSS RBA requires a locally context-based implementation model that integrates strengthened communication, capacity building for implementers, improved digital infrastructure, and a more inclusive bureaucratic structure involving sub-districts and villages. This adaptive model positions OSS RBA not only as an administrative instrument but also as a tool for MSME empowerment and local economic development.
KEYWORDS	
Policy Implementation; OSS RBA; MSME Licensing; Digital Governance; Local Bureaucracy	
CORRESPONDENCE	
Name: Grace Parlin D. Mangosa Email: gracemangosa@gmail.com	

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are the backbone of the national economy and a crucial instrument in promoting equitable regional economic development. In Indonesia, MSMEs contribute significantly to Gross Domestic Product (GDP) and employment, making the sustainability and legality of MSME businesses a strategic issue in public policy (Guliwe & Bulelwa, 2023). Business legality through business licensing not only provides legal certainty for business actors but also opens access to financing, empowerment programs, and protection from various business risks, including easier access to financial institutions and government policy support (Fitriadi et al., 2024).

In response to the need for licensing reform and an improved investment climate, the Indonesian government implemented the Online Single Submission Risk-Based Approach (OSS RBA) system, as stipulated in Government Regulation Number 5 of 2021 concerning the Implementation of Risk-Based Business Licensing (Nurhayati et al., 2025). This system is designed to simplify licensing procedures by adjusting requirements based on the risk level of business activities. This allows low-risk businesses, including most MSMEs, to obtain business legality more quickly (Kristantiya et al., 2023). This risk-based approach is expected to reduce administrative burdens, expedite the licensing process, and improve MSME compliance and formality (Anggunsuri & Zahara, 2023). However, implementing this national policy at the regional level has not always been optimal. It often faces structural challenges, particularly in areas with limited infrastructure and complex geography.

North Gorontalo Regency is one such region characterized by coastal and island areas, a large geographic expanse, limited transportation access, and disparities in digital infrastructure

across areas. These conditions directly affect MSMEs' ability to access digital licensing services, including the OSS RBA system. Although the number of MSMEs in this region has increased year after year, the proportion of businesses holding business permits remains relatively low compared to the total MSME population. This gap indicates issues with the implementation of the OSS RBA policy, which has not been fully adapted to the local context, particularly in terms of technological accessibility, institutional capacity, and policy support for business actors (Mori, 2020).

Several previous studies have examined licensing service reform and the implementation of digital systems in the context of MSMEs. Fahmi & Koster (2017), emphasized that licensing simplification is a crucial prerequisite for increasing the formality and competitiveness of MSMEs. A study by Abdurrahman (2025), showed that implementing e-government in the licensing sector can improve the efficiency of public services. However, it still faces serious obstacles related to human resource readiness and public digital literacy. Research by Qotrunnada et al., (2025), on the first generation of OSS also found that the successful implementation of an integrated licensing system in regions is heavily influenced by bureaucratic capacity and technological infrastructure support. Meanwhile, Damayanti et al., (2023), emphasized that a risk-based licensing approach will only be practical if supported by intensive policy communication and adequate assistance for small businesses.

However, most previous research has focused on evaluating OSS policies in general or on urban and regional areas with relatively good infrastructure readiness. Studies specifically analyzing the implementation of OSS RBA for MSMEs in coastal and island areas with limited digital infrastructure, such as North Gorontalo Regency, are still very limited. Furthermore, few studies have systematically developed a local context-based OSS

RBA policy implementation model using Edwards III's policy implementation theory framework, which emphasizes the interaction between policy communication, resource availability, implementer disposition, and bureaucratic structure (Edwards III, 1980). Therefore, the novelty of this research lies in its effort to formulate an OSS RBA implementation model that is adaptive to regional social, geographic, and institutional conditions, while simultaneously positioning MSMEs as policy subjects requiring ongoing support rather than merely administrative objects.

The urgency of this research is further heightened by the growing number of MSMEs lacking legal status amid national policy pressures to digitalize public services. The mismatch between the design of digital-based national policies and local realities, coupled with limited access to technology, has the potential to create exclusion from public services if not addressed through a contextual implementation model. Therefore, this research is essential not only as an academic contribution to the development of public policy implementation studies but also as a practical reference for local governments seeking to improve licensing service strategies, strengthen coordination across government levels, and support the sustainable empowerment of MSMEs.

METHOD

This study employed a qualitative, descriptive-analytical design. This study aimed to gain a deeper understanding of the implementation process of the OSS RBA policy and the dynamics of interactions between actors involved in MSME licensing services in North Gorontalo Regency. A qualitative approach was chosen because it enabled researchers to explore the meanings, perceptions, and experiences of policy actors in context, particularly in complex public policies involving multiple stakeholders (Creswell, 2014). The research focused on the implementation model of the OSS RBA licensing service, with an emphasis on how national policies are translated and implemented in the local context of coastal and island areas.

The research data sources consisted of primary and secondary data. Primary data were obtained through in-depth interviews with purposively selected key informants, including officials from the Investment and One-Stop Integrated Services Agency (DPMPSTP), sub-district and village officials, and MSMEs who had and had not yet processed licensing through the OSS RBA. The selection of informants was based on their direct involvement and knowledge of the policy implementation process (Sugiyono, 2021). In addition to interviews, field observations were conducted to obtain an empirical picture of licensing service practices, interaction patterns between service officers and business actors, and the obstacles encountered in the service process. Secondary data was obtained from policy documents, laws and regulations, agency performance reports, MSME statistical data, and relevant scientific publications to support and compare the analysis.

Data collection techniques included semi-structured interviews, participant observation, and documentation studies. Semi-structured interviews allow researchers to gather information flexibly while remaining focused on the research focus (Kvale & Brinkmann, 2015). Participant observation was used to capture the social realities and practices of licensing services directly, while documentation studies complemented and verified field findings. Data analysis was conducted interactively through the stages of data reduction, data presentation, and conclusion drawing, as outlined (Miles et al.,

2014). The research analysis framework draws on Edwards III's policy implementation theory, which encompasses communication, resources, implementer disposition, and bureaucratic structure. Data validity was maintained through source and method triangulation and discussions with key informants to ensure the credibility and validity of the research findings.

RESULTS AND DISCUSSION

Weaknesses in Policy Communication in the Socialization of OSS RBA to MSMEs

Communication plays a crucial role in determining the successful implementation of the OSS RBA policy, as it is the primary means of conveying the policy's objectives, procedures, and benefits to target groups. Research results indicate that the dissemination of the OSS RBA policy to MSMEs in North Gorontalo Regency has not been optimal. Information regarding registration procedures, business risk classification, legality benefits, and risk-based licensing stages remains incompletely understood by most MSMEs, particularly those in rural and island areas. This situation indicates a communication gap between policy makers and implementers at the regional level and the target groups, potentially hindering the achievement of the OSS RBA's objectives as an instrument for simplifying business licensing.

Limited communication media and low digital literacy levels among MSMEs are key inhibiting factors in the policy dissemination process. OSS RBA dissemination tends to be conducted through formal mechanisms, such as face-to-face meetings at the district level or information dissemination through official government digital channels. This top-down, centralized communication pattern means policy information does not reach all MSMEs equally, especially those in areas with limited internet access and minimal direct assistance. However, according to Edwards (1980), effective policy communication requires clear messages, consistent information, and communication channels appropriate to the target group's characteristics. The mismatch between communication channels and the social conditions of MSMEs in North Gorontalo led to the incomplete and ongoing dissemination of the OSS RBA policy message. Due to this weak policy communication, a negative perception has developed among MSMEs that obtaining business permits remains complicated, time-consuming, and relatively costly.

Business actors' past experiences largely influence this perception, with the cumbersome conventional licensing system and the lack of information highlighting the fundamental differences between the OSS RBA and previous licensing systems. This finding aligns with research by Ackom et al., (2022), which shows that communication failures in implementing e-government policies often trigger public resistance, even though the policies are normatively designed to improve the ease and efficiency of public services. Therefore, weak communication not only affects MSMEs' limited understanding but also leads to low levels of participation and compliance with OSS RBA policies at the local level.

Human Resources and Infrastructure Limitations in OSS RBA Implementation

In terms of resources, the implementation of the OSS RBA policy in North Gorontalo Regency still faces significant limitations, particularly in human resources and supporting

information technology infrastructure. Research shows that the number of personnel with technical competence to operate and assist the OSS RBA system remains limited. At the same time, the volume and complexity of services continue to increase in line with the growth of MSMEs. This limited human resource capacity has resulted in suboptimal assistance for MSMEs, particularly in the registration, business risk classification, and licensing commitment fulfillment stages. However, according to Edward (1980), adequate resources are a primary prerequisite for effective and sustainable public policy implementation.

In addition to limited personnel, information technology infrastructure support is also a determining factor in the implementation of digital-based licensing policies. Unequal internet access in some rural and island areas of North Gorontalo Regency poses a serious obstacle to MSMEs' independent access to OSS RBA services. Businesses in remote areas often have to travel long distances to access the internet or visit the Investment and One-Stop Integrated Services Agency (DPMPTSP) in person. This situation not only increases transaction costs for MSMEs but also potentially discourages them from pursuing business legality. This finding aligns with research Djatmiko et al., (2025), which confirms that the success of digital transformation in public services is primarily determined by the readiness of the technological infrastructure and the accessibility of services for target groups.

Furthermore, these resources and infrastructure limitations indicate a gap between the design of digital-oriented national policies and implementation capacity at the local level. Without support for increased capacity of civil servants and equitable distribution of digital infrastructure, the OSS RBA policy has the potential to create exclusionary public services for MSMEs in underdeveloped and island regions. Therefore, strengthening human resources through ongoing technical training and accelerating digital infrastructure development in these areas are crucial prerequisites for ensuring the inclusive and effective implementation of the OSS RBA policy. This argument aligns with Grindle (2017), which holds that the match between policy demands and the institutional capacity of implementers at the local level greatly influences the success of public policy implementation.

Disposition of Implementers and Attitudes of MSME Actors in the Implementation of OSS RBA

The disposition or attitude of policy implementers is a crucial factor influencing the quality and effectiveness of OSS RBA implementation, as it directly relates to officials' level of commitment, understanding, and willingness to implement policies in accordance with established objectives. The research results indicate that, in general, implementing officials in North Gorontalo Regency have a normative commitment to support OSS RBA implementation as part of the public service reform and licensing digitalization agenda. This commitment is reflected in their efforts to provide licensing services and assist MSMEs with the registration process and compliance with licensing requirements.

However, limited technical understanding of the OSS RBA system, particularly regarding business risk classification and compliance with licensing commitments, and the high workload due to staff limitations mean that services are not fully responsive or adaptive to the needs of MSMEs. This finding aligns with Edward (1980), which emphasizes that a favorable disposition of

implementers requires adequate technical capacity and working conditions for effective policy implementation.

In addition to the disposition of officials, the attitudes of MSMEs, the target group for the policy, also influence the success rate of OSS RBA implementation. This study found that MSMEs' attitudes toward business licensing remain diverse. Some business owners exhibit resistance or reluctance to obtain permits, influenced by past experiences with conventional licensing systems, which are perceived as complicated, time-consuming, and provide no direct benefits for business continuity. These negative perceptions tend to carry over into OSS RBA implementation, even though the system is normatively designed to simplify the licensing process. This finding reinforces the research findings of which show that Lapuente & Suzuki (2020), business owners' attitudes and perceptions toward licensing policies are strongly influenced by historical experience and levels of trust in public service bureaucracy.

This situation emphasizes the importance of a policy implementation approach that is not solely administrative, but also persuasive and educational. Continuous mentoring, intensive interpersonal communication, and providing concrete examples of the benefits of business legality are essential strategies for building trust and changing MSME attitudes toward OSS RBA licensing. This approach aligns with Grindle (2017), which emphasizes that the level of acceptance and support from target groups heavily influences the success of public policy implementation. Therefore, strengthening implementers' disposition and changing MSMEs' attitudes are key factors in ensuring that the OSS RBA functions not only as an administrative instrument but also as a means of empowering MSMEs at the local level.

Limitations of Bureaucratic Structure and Cross-Government Coordination in the Implementation of OSS RBA

Bureaucratic structure is a crucial determinant of public policy implementation because it serves as an institutional framework governing the flow of authority, the division of tasks, and the coordination mechanisms among policy-implementing actors. The study shows that the OSS RBA licensing service in North Gorontalo Regency formally complies with national regulations, particularly Government Regulation Number 5 of 2021 on the Implementation of Risk-Based Business Licensing. Licensing authority has been centralized within the Investment and One-Stop Integrated Services Agency (DPMPTSP), which serves as the lead sector for OSS RBA implementation at the regional level. However, in practice, cross-sectoral and cross-level government coordination remains suboptimal, impacting the effectiveness of MSME licensing services.

The involvement of sub-district and village governments in the MSME service and data collection process remains relatively limited, both as information nodes and as policy assistance units at the grassroots level. As a result, MSME data used to plan and license services is often outdated and incompletely integrated. This situation weakens the delivery of public services, as sub-districts and villages are the government units closest to MSMEs and possess contextual knowledge of the local community's socio-economic conditions. This finding aligns with the view of Mueller (2020), who emphasized that the complexity of bureaucratic structures and weak coordination between implementing units are often the primary causes of failed public policy implementation.

Furthermore, the bureaucratic structure of licensing services, which tends to be centralized at the district level, limits the reach of OSS RBA services, particularly for MSMEs in rural and island areas with difficult transportation access. This centralized structure increases transaction costs and reduces service accessibility for policy target groups. In the context of digital-based public policy, a bureaucratic structure that is not adaptive to regional conditions has the potential to widen the service gap (digital divide) between the central and peripheral regions (Harahap et al., 2025).

Therefore, adjustments to the OSS RBA implementation structure are needed to be more decentralized and collaborative, strengthening the roles of sub-districts and villages as service nodes for data collection and for mentoring MSMEs. This approach aligns with Grindle (2017), which emphasizes that the success of policy implementation is primarily determined by the suitability of the bureaucratic structure to the local context and the capacity of implementing actors at lower levels.

Local Context-Based OSS RBA Implementation Model for MSMEs

Based on research findings, an effective OSS RBA implementation model for MSMEs in North Gorontalo Regency requires a comprehensive integration of the four main factors outlined in Edwards III's policy implementation theory: policy communication, resource availability, implementer disposition, and bureaucratic structure, with an approach based on the local context. Integrating these four factors is crucial given the geographical characteristics of North Gorontalo Regency, which is dominated by coastal and island areas, as well as the disparities in infrastructure and institutional capacity between regions. This model emphasizes strengthening policy communication through tiered, ongoing socialization involving not only the district government but also sub-districts and villages, as the policy communication nodes closest to MSMEs. Vries (2020), emphasized that clarity, consistency, and reach of policy communication are key prerequisites for successful public policy implementation.

In addition to communication aspects, this adaptive implementation model prioritizes human resource capacity building and digital infrastructure development. Increasing the capacity of implementing officials through ongoing OSS RBA technical training, as well as strengthening the role of MSME facilitators at the sub-district and village levels, are crucial strategies for bridging the gap between national policy design and local realities. Furthermore, the development and equitable distribution of digital infrastructure are fundamental requirements to ensure that digital-based licensing policies do not create exclusionary public services for MSMEs in remote areas. This finding aligns with recommendations from Das (2024), which emphasize that digital transformation in public services must be accompanied by investment in institutional capacity and infrastructure to ensure the policy's benefits are felt inclusively by all target groups.

Furthermore, this locally context-based OSS RBA implementation model emphasizes the need for a more decentralized, collaborative bureaucratic structure that involves sub-districts and villages as integral parts of the licensing service system. The involvement of lower-level government units serves not only as an extension of administrative services but also as a center for MSME data collection, policy assistance, and a communication facilitator between local governments and

businesses. This approach aligns with Grindle (2017), which states that the appropriateness of the bureaucratic structure largely determines successful policy implementation in the local context and the capacity of implementing actors at the grassroots level. With a more adaptive implementation structure, the OSS RBA policy is expected to reach MSMEs more broadly and equitably.

This adaptive implementation model also firmly positions MSMEs as policy subjects, rather than merely as objects of licensing administration. MSMEs need to be empowered through ongoing mentoring and education regarding the benefits of business legality, access to financing, and business development opportunities available through the OSS RBA. This empowerment approach strengthens the OSS RBA's function not only as an administrative instrument but also as a strategic tool for promoting economic inclusion and boosting the local economy. This view aligns with the concept of inclusive policy implementation, which emphasizes the importance of participation and acceptance by target groups for the success of public policy (Neshkova & Guo, 2018). Therefore, the locally context-based OSS RBA implementation model proposed in this study is expected to serve as a reference for local governments in optimizing MSME licensing services effectively, inclusively, and sustainably.

CONCLUSION

The implementation of the Online Single Submission Risk-Based Approach (OSS RBA) licensing service for MSMEs in North Gorontalo Regency has not been fully optimized, despite support from a clear national regulatory framework and a digital-based licensing system. Research findings indicate that the main challenges to implementing this policy lie in weak policy communication, limited human resources and technological infrastructure, the disposition of implementers that is not fully supported by adequate technical capacity, and a bureaucratic structure that remains centralized and less adaptable to the region's geographic characteristics and socioeconomic conditions. These four factors interact and collectively contribute to the low effectiveness of OSS RBA licensing services for MSMEs.

This study concludes that successful implementation of the OSS RBA requires a locally context-based policy implementation model that integrates strengthened communication through tiered, ongoing outreach, increased human resource capacity among implementers, equitable distribution and strengthening of digital infrastructure, and a more inclusive and collaborative bureaucratic structure. The active involvement of sub-district and village governments as service nodes for data collection and mentoring MSMEs is an essential practical recommendation for improving the accessibility and quality of licensing services, particularly for MSMEs in rural and island areas.

Theoretically, this research contributes to the development of public policy implementation studies by emphasizing that the success of national policies, particularly digital-based ones, is primarily determined by their level of adaptation to the local context. Integrating the Edwards III policy implementation framework with a regional contextual approach enhances understanding of the importance of aligning policy design with implementation capacity at the local level. Future research could test the effectiveness of this adaptive OSS RBA implementation model in other regions with varying geographic characteristics and levels of infrastructure readiness, and examine its

implications for improving MSME formality and sustainability more broadly.

Acknowledgment

The authors would like to express their sincere gratitude to Universitas Negeri Gorontalo for its academic support throughout this research. The authors also extend their appreciation to the Investment and One-Stop Integrated Services Agency (DPMPTSP) of North Gorontalo Regency, sub-district and village government officials, and all MSME participants who generously shared their time, experiences, and insights during the fieldwork. Their valuable contributions were essential to the successful completion of this study.

CRediT authorship contribution statement

Grace Parlin D. Mangosa: Conceptualization, Investigation, Data curation, Formal analysis, Writing – original draft, Writing – review & editing.

Rauf A. Hatu: Conceptualization, Methodology, Supervision, Validation, Writing – review & editing.

Moh. Hidayat Koniyo: Investigation, Resources, Data curation, Validation, Writing – review & editing.

Udin Hamim: Supervision, Formal analysis, Project administration, Writing – review & editing.

Conflict of Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Ethical Statement

This study was conducted in accordance with established ethical principles for social science research. All participants were informed of the objectives and procedures of the study prior to data collection, and informed consent was obtained before participation. Participants were assured that their participation was voluntary, that they could withdraw at any stage without consequence, and that all information provided would be treated confidentially and used solely for academic research purposes.

Data Availability

The data supporting the findings of this study are available from the corresponding author upon reasonable request. Data are not publicly available because they contain information obtained from interviews with government officials and education stakeholders that may compromise participant confidentiality.

Declaration of Generative AI Use

During the preparation of this manuscript, the authors used Grammarly and QuillBot solely to improve the grammar, readability, and language quality of the manuscript. The authors carefully reviewed and edited all AI-assisted suggestions and take full responsibility for the content of this article. No generative AI tools were used for data collection, data analysis, interpretation of findings, or the development of the scientific conclusions presented in this study.

REFERENCES

- Abdurrahman, A. (2025). Extending the IBCDE framework to explore barriers and drivers in Indonesia's digital economy. *Journal of Digital Economy*, 4, 123–143. <https://doi.org/10.1016/j.jdec.2025.08.003>
- Ackom, P. S., Owusu Kwateng, K., Tetteh, F. K., & Wiesche, M.

(2022). Understanding e-government services: integration of process virtualization theory and user resistance. *Digital Policy, Regulation and Governance*, 24(5), 418–434. <https://doi.org/10.1108/DPRG-11-2021-0153>

- Anggunsuri, U., & Zahara, Z. (2023). Transition of Online Single Submission (Oss 1.1 To Risk-Based Approach) To Increase Investment in West Sumatera. *JCH (Jurnal Cendekia Hukum)*, 8(2), 253. <https://doi.org/10.33760/jch.v8i2.617>
- Damayanti, M., Jeddawi, M., Arsyad, R., & Sahyana, Y. (2023). Implementation of online single submission risk based approach (OSS-RBA) policy in business licensing. *Indonesian Journal of Multidisciplinary Science*, 3(2), 188–194. <https://doi.org/10.55324/ijoms.v3i2.789>
- Das, D. K. (2024). Exploring the Symbiotic Relationship between Digital Transformation, Infrastructure, Service Delivery, and Governance for Smart Sustainable Cities. *Smart Cities*, 7(2), 806–835. <https://doi.org/10.3390/smartsities7020034>
- de Vries, G. (2020). Public Communication as a Tool to Implement Environmental Policies. *Social Issues and Policy Review*, 14(1), 244–272. <https://doi.org/10.1111/sipr.12061>
- Djarmiko, G. H., Sinaga, O., & Pawirosumarto, S. (2025). Digital Transformation and Social Inclusion in Public Services: A Qualitative Analysis of E-Government Adoption for Marginalized Communities in Sustainable Governance. *Sustainability (Switzerland)*, 17(7), 2908. <https://doi.org/10.3390/su17072908>
- Edward III. (1980). *Implementing Public Policy Congressional Quarterly Press. Washington D. C.*
- Fahmi, F. Z., & Koster, S. (2017). Creative Industries and Regional Productivity Growth in the Developing Economy: Evidence from Indonesia. *Growth and Change*, 48(4), 805–830. <https://doi.org/10.1111/grow.12212>
- Fitriadi, A., Sudarmiatin, & Wardana, L. W. (2024). Micro, Small, and Medium Enterprises (Msmes): Catalysts for Inclusive Economic Development in Indonesia. *Nacent : Nusantara Economics and Entrepreneurships Journals*, 2(3), 342–355. <https://doi.org/https://doi.org/10.59971/nacent.v2i3.61>
- Grindle, M. S. (2017a). Politics and policy implementation in the third world. In *Politics and Policy Implementation in the Third World*. New Jersey: Princeton University Press. <https://doi.org/10.2307/2619175>
- Grindle, M. S. (2017b). *Politics and policy implementation in the third world*. Politics and Policy Implementation in the Third World. <https://doi.org/10.2307/2619175>
- Guliwe, T., & Bulelwa, M. (2023). Strategic Preferential Procurement Policy for Localisation and Inclusive Growth for Micro Small Medium Enterprises (MSMEs) in Gauteng Province. *Regional Economic Development Research*, 139–155. <https://doi.org/10.37256/redr.4220233706>
- Harahap, M. A. K., Suherlan, & Az Zaakiyyah, H. K. (2025). Repositioning Cities as Innovative Ecosystems: Integrating Digi-tal Infrastructure and Technology-Based Entrepreneurship in Urban Contexts. *Technology and Society Perspectives (TACIT)*, 3(2), 346–354. <https://doi.org/10.61100/tacit.v3i2.277>
- III, G. C. E. (1980). *Implementing Public Policy, Congressional Quarterly*. In *Inc. Washington DC*.
- John W. Creswell. (2014). *Reasearch Design, Qualitative, Quantitative, and Mixed Methods Approaches* (V. K. Et.al (ed.)). SAGE Publications Asia-Pacific Pte. Ltd.
- Kristantiya, T. A., Sudarmo, S., & Sudibyo, D. P. (2023). Online System Adaptation Single Submission Risk Based Approach (OSS-RBA). *International Journal of Multidisciplinary: Applied Business and Education Research*, 4(8), 2757–2768. <https://doi.org/10.11594/ijmaber.04.08.09>
- Lapuenta, V., & Suzuki, K. (2020). Politicization, Bureaucratic Legalism, and Innovative Attitudes in the Public Sector. *Public Administration Review*, 80(3), 454–467. <https://doi.org/10.1111/puar.13175>
- Miles, M. B., Huberman, A. M., & saldaría, johnn. (2014). *Qualitative Data Analysis* (Vol. 148). SAGE Publications.Inc.

- Mori, A. (2020). Foreign actors, faster transitions? Co-evolution of complementarities, perspectives and sociotechnical systems in the case of Indonesia's electricity supply system. *Energy Research and Social Science*, 69, 101594. <https://doi.org/10.1016/j.erss.2020.101594>
- Mueller, B. (2020). Why public policies fail: Policymaking under complexity. *Economia*, 21(2), 311–323. <https://doi.org/10.1016/j.econ.2019.11.002>
- Neshkova, M. I., & Guo, H. (David). (2018). Policy Target Populations and Public Participation in Agency Decision Making. *International Public Management Journal*, 21(2), 297–325. <https://doi.org/10.1080/10967494.2016.1160012>
- Nurhayati, N., Giftian Fajri Rustyono, Achmad Miftah Farid, & Rohmad Suryadi. (2025). Legal Certainty of The Positive Fictive Policy In Business Licensing Through The Online Single Submission Risk-Based Approach System In Indonesia. *Jurnal Ius Constituendum*, 10(2), 224–241. <https://doi.org/10.26623/jic.v10i2.12009>
- Qotrunnada, F., Jannah, A., & Pramono, S. (2025). The Digital Transformation Paradox: A Systematic Literature Review of Online Single Submission (OSS) Implementation in Indonesia. *Journal of Governance and Social Policy*, 6(2), 553–577. <https://doi.org/10.24815/gaspol.v6i2.30>
- Sugiyono. (2021). Metode Penelitian Pendidikan (Kuantitatif, Kualitatif, dan R&D, dan Penelitian Pendidikan). In *Alfabeta*.